

APPLICATION OF BPR IN ERP IMPLEMENTATIONS

By

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The Dissertation was submitted to the Department of Computer Science & Engineering of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration.

Department of Computer Science & Engineering

University of Moratuwa

December 2006

University of Moratuwa



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Declaration

I certify that this dissertation does not incorporate, without acknowledgement, any material previously submitted for a Degree or Diploma in any University and to the best of my knowledge and belief, it does not contain any material previously published or written by another person except where due reference is made in the text.

Signature of Candidate:  Date: 12 / 03 / 2007

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Abstract

Business software systems have been in use around the world for a while now and an extension of these called ERP (Enterprise Resource Planning) systems offers a process based view and cross functional integration to an organization with number of other features. Need for redesigning company's existing business practices with the implementation of ERP system result in number of challenges to the organization. The complex nature of ERP implementations has been the subject of many researches and the objective of this research is to critically analyze the application of Business Process Reengineering in ERP implementations.

Number of successful and unsuccessful ERP implementations for Sri Lankan and foreign organizations have been studied in detail in the research. These cases have been analysed based on a common framework that gives more emphasis towards handling business processes and related issues such as change management. Based on this the most important issues relate to BPR have been discussed and a set of recommendations have been derived that could be followed in ERP implementations. Ultimately an attempt has been made to arrive at a framework for successful ERP implementations.

The idea is to discuss issues that are not given very high attention, but are very important for overall success of ERP implementations. An important point that was identified in the research was that the change management was the single most important issue that has not been handled properly in ERP implementations. This has result in lot of pain for all the categories of employees and lead to unsuccessful returns from investments. Arriving at a frame work for successful ERP implementations that is universally applicable is almost impossible due to the complex nature of ERP implementations. Therefore the objective of the framework prepared in this research is to highlight the most important aspects that would affect the success or failure of the implementations. These aspects need to be given high attention to make the implementation an effective one.



Acknowledgement

First of all, I would like to devote my sincere thanks to my project supervisor Dr. Ashoka Perera for the assistance as well as the encouragement and guidance given in various difficult situations of the project. I would also like to thank all other staff members of the University of Moratuwa including Ms. Vishaka Nanayakkara, Head, Department of Computer Science & Engineering, Dr. Chathura De Dilva, MBA Course Director and senior lecturer of department of Computer Science & Engineering for the guidance given in various stages in this project.

I should also highlight the support given by Mr. Nirusha Dissanayake, SAP Manager, Dialog Telekom, Mr. Ramesh Nanayakkara, Plant Engineer, Coca Cola, Mr. Roshan Fernando, IT Manager, Holcim and ERP consultants who provided me valuable ideas. I sincerely thank them all.

Last, but not least, my sincere thanks should go to all my family members whose support and patience in various situations helped me lot in this effort.

Dharshana Weerakkody
December 2006.



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List of Abbreviations



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BPR:	Business Process Reengineering
CSF:	Key Success Factors
ERP:	Enterprise Resource Planning
GOSL:	Government of Sri Lanka
ICTA:	Information and Communication Technology Agency
NAVAIR:	Naval Air Systems Command
S/W:	Soft Ware